

toward a

# BOSTON PUBLIC MARKET

May 2003

a proposal prepared by

*The*  
Boston  
Public Market  
Association

**THE BOSTON PUBLIC MARKET  
ASSOCIATION EXISTS TO  
FACILITATE THE CREATION  
OF A BOSTON PUBLIC MARKET  
BY PROVIDING VISION,  
ACCOUNTABILITY, LEADERSHIP,  
INITIATIVE, DIRECTION,  
OVERSIGHT, PROMOTION AND  
STANDARDS FOR FUNDERS,  
PARTNERS, CIVIC LEADERS  
AND DECISION MAKERS SO THAT  
THE PUBLIC MARKET BECOMES  
A REALITY BY THE YEAR 2005.  
ITS VISION IS TO "PROVIDE  
FRESH AND LOCALLY PRODUCED  
FOOD TO CITY RESIDENTS,  
OFFERING QUALITY  
AND FRESHNESS AT A  
REASONABLE PRICE."**

**May 2003**

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ATTENTION: GREGORY BIALECKI



CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR  
THOMAS M. MENINO

Spring 2002

Dear Friends of the Public Market,

As Mayor I have had the opportunity to travel throughout the country and see several public markets and am impressed by the great contributions that these marketplaces can make to a community. I am delighted with the progress that the Friends of the Public Market have made to date and wholeheartedly support your desire to establish such a market for Boston. I share your goals to provide fresh food to residents, enhance economic vitality in our city and sustain our Massachusetts growers and producers.

The City of Boston will continue to work with you to make this vision a reality!

Sincerely,

Thomas M. Menino  
Mayor of Boston

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COMMONWEALTH OF MASSACHUSETTS  
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JANE SWIFT  
Governor

BOB DURAND  
Secretary

JONATHAN L. HEALY  
Commissioner

May, 8, 2002

Mr. Gregory Bialecki, Chairman  
Boston Public Market Association  
One International Place  
Boston, MA 02110

Dear Greg:

We have been committed to the concept of establishing a public market in Boston since the outset of this project several years ago. Our Department secured U.S. Department of Agriculture funding for a Facility and Business Development Plan, presented in January, 1998, and also funding for a Feasibility, Development, and Promotion Study, published in October, 2000.

We have continued to assist in planning events, publishing newsletters and helping coordinate meeting for the Boston Public Market Association.

A public market for Boston would open new business opportunities for Massachusetts farmers and specialty food producers as well as the local seafood and horticultural industries. It would also bring economic growth, vitality and opportunities for local small businesses in the Greater Boston area.

We continue to support the establishment of a Boston public market and encourage your enlisting the assistance of a wide spectrum of agencies, associations and corporations to assist you in fulfilling this goal. With best regards.

Sincerely,

Doug Gillespie  
Commissioner

DFA on the World Wide Web: <http://www.massdfa.org>





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**I** *magine a market that offers locally grown, healthy, affordable fresh food. Imagine a landmark that serves as a meeting place for all Bostonians and a showcase for the area's diverse products. Imagine a place of food, fun and festivity, where rural and urban exchange occurs; where shoppers learn—and even see—how their food is produced; where Bostonians and visitors can enjoy a taste of the seasons and experience the spirit of the region. Imagine a place that opens new windows of opportunity for farmers, vendors and artisans, where ethnic goods are sold and cultural exchanges take place each day, where civic conversations begin and dialogue grows.*

## **[A Boston tradition, reborn]**

*Imagine that the setting for all of this is a truly public space. Imagine a Boston public market.*

*Two and one-half centuries ago, Boston had such a place: Faneuil Hall, a marketplace and public meeting hall in the center of town, built*

*in 1742 by Boston's wealthiest merchant, Peter Faneuil, and presented as a gift to the city.*

*Home to merchants, fishermen, and meat and produce sellers,*

*Faneuil Hall also provided a platform for some of the country's greatest orators, including Samuel Adams, George Washington, Oliver Wendell Holmes and Susan B. Anthony.*

*As trade flourished in the early 1800s, a spacious new adjunct, Quincy Market, was erected in the shadow of Faneuil Hall, and the complex remained a vital commercial hub well into the 20th century. But by the 1950s, the buildings had fallen into disrepair and the once-thriving marketplace faced demolition.*

*In the early 1970s a committed group of Bostonians sought to revitalize the old market. They succeeded in creating the country's first festival marketplace but did not bring back Boston's traditional public market.*

**The idea of  
an outlet for  
Massachusetts farm  
and food products  
has broad appeal.**

*Today, Boston has more than twenty seasonal, open-air farmers markets, the two most prominent at City Hall and in Copley Square. But after two and one-half centuries, the city has lost its year-round central marketplace.*

*Citizens, community groups, restaurants and government agencies have expressed enthusiasm for a Boston venue that serves as an outlet for Massachusetts farm and food products and as a support for local entrepreneurial activities. Studies have established the viability of such a project. It is time for Boston to re-establish a public market that operates year-round, from a permanent and prominent home.*

# Executive Summary

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Public markets are thriving in cities throughout North America. Broadly defined as public spaces where producers and merchants gather to sell fresh food and other products, public markets serve multiple roles: as outlets for local farmers and food producers, as catalysts for revitalization of urban neighborhoods, and as public places that draw people together in an increasingly privatized society.

The Boston Public Market will be a retail food market that features Massachusetts farm produce and



specialty food products. It will demonstrate that the state's farmers and specialty food producers can provide fresh, healthy and affordable products that appeal to the diverse population of Greater Boston.

Building on the success of the city's thriving farmers' markets, it will create a vibrant and dynamic environment for food-related economic activity and for social interaction among the region's increasingly diverse residents.

The market will emphasize high-quality fresh food to its customers, and will expand opportunities for local farmers, specialty food producers, and local entrepreneurs engaged in food

production. It will offer new markets and outlets for the Massachusetts agricultural community and establish a strong link between urban and rural economies. It will help preserve farmland by giving local growers direct access to consumers—and a greater portion of the money they spend on

food. An assortment of vendors will provide a variety of goods and a stable economic base for the market's operations. The

mix of products will include fresh produce, local seafood, baked goods, specialty products—local cheeses, wines, sauces—prepared foods, local crafts, horticultural goods, and even a restaurant.

While the prime function of the market will be to sell food, it will also serve as a festive and community-

**It is time to re-establish a public market that operates year-round from a permanent home.**



friendly destination offering educational workshops and activities, including conversations with farmers about food production, cooking demonstrations, and nutrition classes that emphasize the healthful aspects of fresh food. It will offer diversions and attractions such as performing artists and seasonal events like zucchini races or pumpkin-growing competitions, a staple of the state's county-fair circuit.

The Boston Public Market will be located in a central, permanent, easy-to-reach, 25,000- to 40,000-square-foot facility. To ensure its public nature and public purpose, the market will be owned and professionally managed by a nonprofit entity—Boston Public Market Association—with legal and financial responsibility for the enterprise. The Association will oversee market operations, provide a supportive environment for vendors,



**Pike's Place Market in Seattle, Washington.**

and undertake marketing and promotional activities. If necessary, the Association will also own the market hall and site itself. Building on its growing organizational strength, the Association aims to acquire control of an appropriate location for the market by 2003 and expects to be fully operational by 2005.

Predevelopment costs for the Association's development activities are projected at up to \$100,000 per year. The cost of construction is projected at approximately \$8,000,000 to \$9,000,000 (excluding land costs), with financing divided equally among debt service, government grants and subsidies, and private fundraising.

# Project Description

## BACKGROUND AND FEASIBILITY

In 1997, the Massachusetts Department of Food and Agriculture secured a grant from the U.S. Department of Agriculture and contracted with the Project for Public Spaces/Public Markets Collaborative to conduct a feasibility study and develop a business plan for establishing a public market in Boston. The study concluded that demand in Greater Boston was sufficient to support a 40,000-square-foot market. Analysis of area food-buying habits, demographics, and income levels indicated that 14% of fresh food sales could be captured by such a market, if it were located close to downtown

Boston. The study also found that the market could yield significant economic benefits, generating sales of about \$16 million annually, creating between 200 and 250 jobs, and supporting roughly 100 farms and farm-production businesses.

## ESTABLISHED DEMAND AND SUPPLY

In 1999, Friends of the Boston Public Market, using a grant from the U.S. Department of Agriculture, hired SeaReach, Inc., to expand on the 1997 study and to test demand. This second team conducted 83 surveys at seasonal farmers markets and super-



markets and undertook a telephone survey of 1,200 people living within six miles of Boston. The study also examined the demographic and purchasing patterns of food shoppers and determined that Boston's growing ethnic population and residents' general food-buying habits could support a public market grossing up to \$27.3 million in annual sales, or a 5% capture of the total food market.

Survey responses from 198 supermarket shoppers ranked location and convenience as the top priorities in

- 2003**
- Identify and obtain site control of market location.
  - Secure initial commitments for government grants and private contributions.

- 2003-4**
- Secure commitments for rest of development budget.
  - Recruit initial vendors.
  - Complete renovation/construction plans.
  - Hire contractor.

- 2004**
- Begin market construction/renovation.
  - Complete vendor recruitment.

- 2005**
- Complete construction.
  - Boston Public Market opens for business.

choosing a shopping destination, followed by price and quality. People surveyed at farmers' markets, however, listed quality of produce, direct purchase from farmers and producers, vendor variety and ambience as their main motivators for shopping at farmers' markets. The SeaReach study projected that sales at a public market would range from \$16 million to \$20 million; the market would employ between 200 and 250 workers, attract 1.8 million shoppers annually, and stimulate spin-off economic activity worth between \$15 million and \$20 million annually.

Both research teams worked with the Department of Food and Agriculture to gauge vendor interest. A survey of farmers and specialty-food producers showed strong support for the idea of a year-round public market as an outlet for their products; some preferred long-term stall leases; others were more interested in stands that

## A WIDE VARIETY OF OFFERINGS

### FRESH FOODS

- **Fresh produce:** featuring Massachusetts-grown fruits and vegetables in season
- **Fish and seafood:** emphasis on New England catch
- **Poultry:** including chicken, turkey, game birds and eggs
- **Beef, pork, and other meats:** sold fresh, not frozen
- **Bakery products:** breads, pastry and other baked goods, with some baking on premises
- **Fresh milk and ice cream:** dairy goods and home-made ice cream
- **Butter:** including other cooking oils
- **Cheese:** emphasis on local products



### SPECIALTY FOODS

- **Wine and beer:** emphasis on area vineyards and breweries
- **Candy:** varied offerings; on-premises production will be encouraged
- **Nuts and dried fruits:** on-premises roasting
- **Coffee beans, and bulk teas:** vendor will be encouraged to roast, grind and package in the stall
- **Spices/olives/pasta/grains:** condiments and spices, with on-premises activity (like pasta making) encouraged

See page 19 for a detailed discussion of vendor and product mix.



could be leased on a daily basis. Funds from an anonymous donor assisted in conducting this research.

## LOCATION

The success of a Boston Public Market would be determined in large part by its location. The Boston Public Market Association has tentatively identified the center of the city as the area that would best support a public market because of its accessibility to the largest number of people who live in, work in or visit Boston (see Exhibit 1). Within this area, the appropriate location will meet a number of more specific criteria, including parcel size, foot traffic levels, parking for shoppers and farmers, and the availability of public transit.

## FACILITY

Ideally, the Boston Public Market would be established in a market hall

containing 25,000sf to 40,000sf of indoor space. Most of the space should be on the ground level, with a modest amount of mezzanine space.

### EXHIBIT 1 CRITERIA USED TO EVALUATE POSSIBLE SITES

<b>Category</b>	<b>Primary Criteria</b>	<b>Notes/Special Considerations</b>
<i>LOCATION</i>	<i>near downtown (see map)</i>	<i>highly visible site (landmark)</i>
<i>PHYSICAL CONTEXT</i>	<i>lively/pleasant setting adjacent to (within 0.25 mile of) complementary shopping opportunities near (0.5 mile) recreational or cultural resources</i>	
<i>DEMOGRAPHIC CONTEXT</i>	<i>within or adjacent to a residential neighborhood near (within 0.5 mile) business population near (within 0.5 mile) tourist population</i>	
<i>ACCESS</i>	<i>existing pedestrian flow or potential flow, based on imminent development public transportation within 0.25 mile auto commuter corridor within 2 miles reasonable truck access</i>	
<i>SIZE CONSIDERATIONS</i>		
<i>&gt; Land area</i>	<i>25,000–50,000sf, including market and outdoor vendors</i>	<i>parking not included</i>
<i>&gt; Market structure</i>	<i>20,000–40,000sf average 50% for circulation and services Stall sizes range from 250sf to 1,000sf</i>	<i>some area could be on mezzanine level</i>
<i>&gt; Outdoor vending</i>	<i>5,000–10,000sf of seasonal stall space</i>	<i>can provide extra parking when not in use</i>
<i>&gt; Parking</i>	<i>Cars: 75–150 spaces available in area  Trucks: 10–12 stalls for loading and parking</i>	<i>more required nearby for weekend shoppers</i>

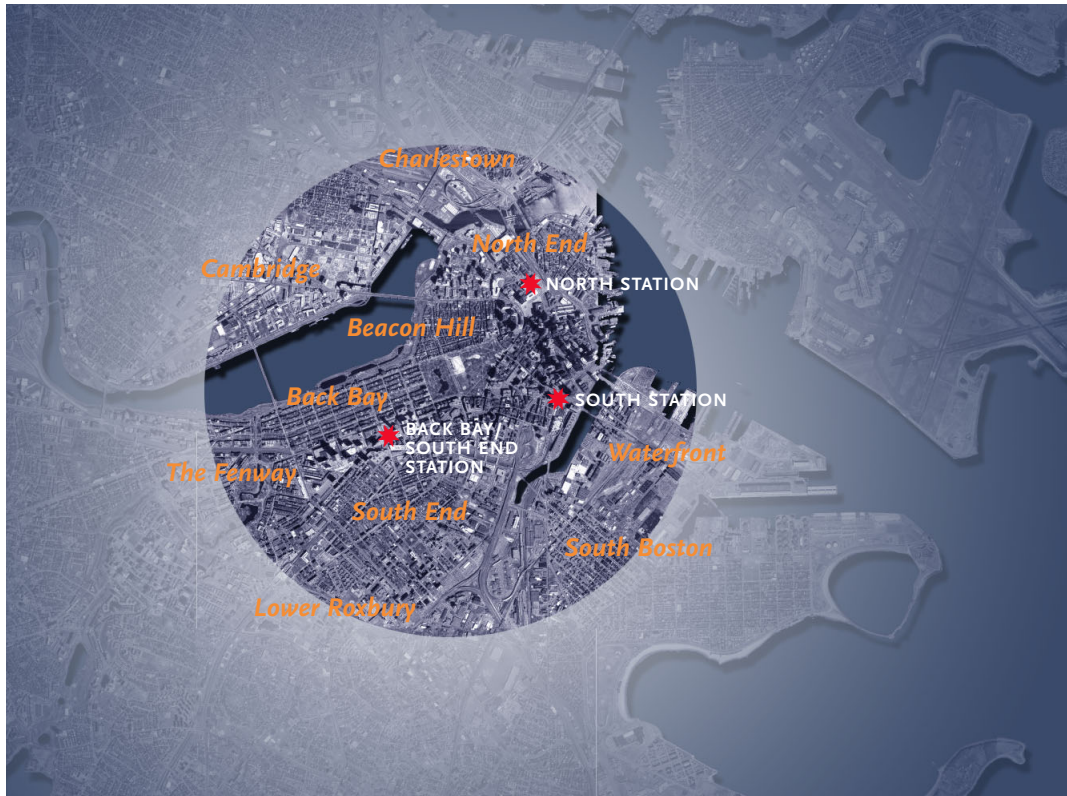


Exhibit 2: Target area for locating a public market in Boston

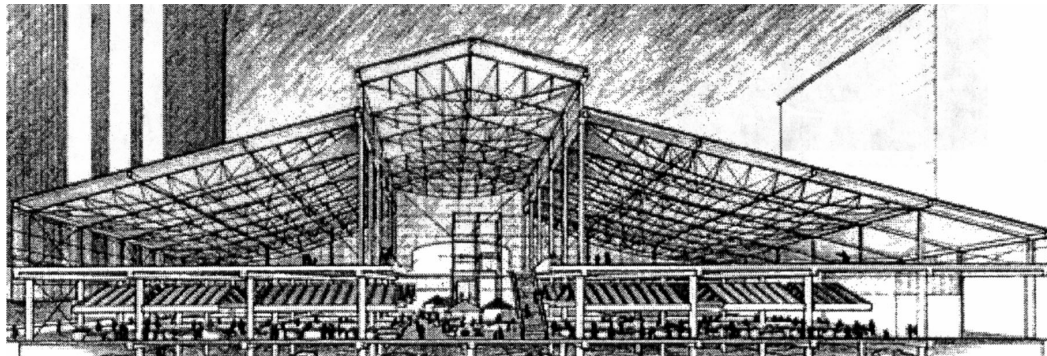


Exhibit 3: Section of a typical market hall

The market hall should be adjacent to 10,000sf to 20,000sf of open-air area that could be used by vendors in good weather for day stalls, performances, a flower market and other activities that move the exuberance of the market outdoors. The market hall would require loading docks capable of handling up to ten trucks simultaneously. No parking is needed on site, but parking would have to be available within a short walk.

Exhibit 3 shows a typical market hall. Exhibit 4 shows a typical layout for a public market hall.

## VENDOR-SELECTION CRITERIA

Within a large market hall, a broad selection of produce, dairy products, baked goods, meat, poultry, seafood, coffees, teas, spices and specialty foods will attract customers from throughout the city and the region.

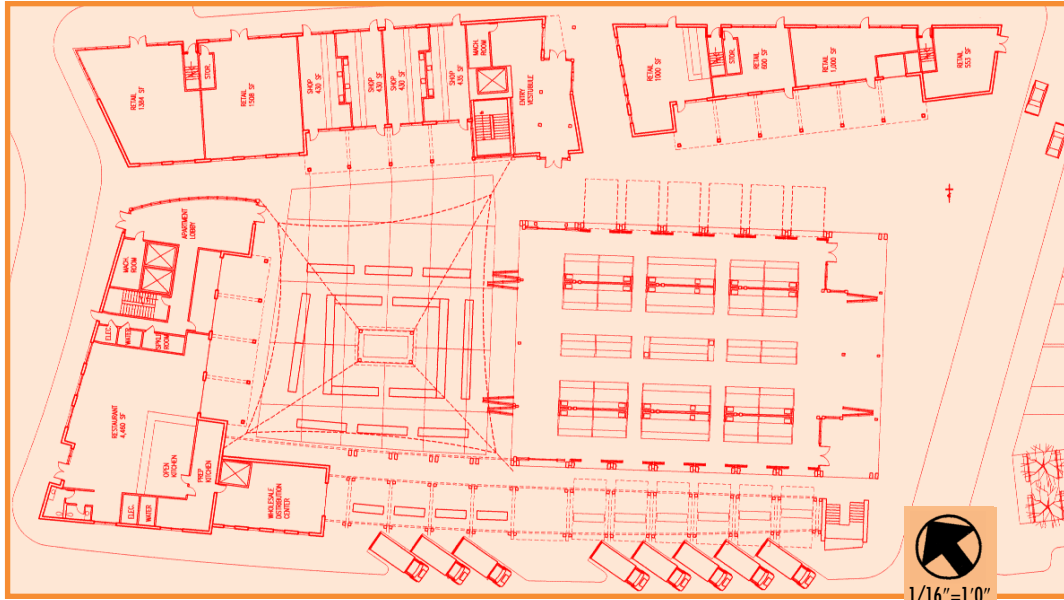


Exhibit 4: A public market—with such retailer-friendly features as stalls that let producers sell directly from their trucks—could easily be sited close to downtown Boston.

The fundamental criteria for selecting vendors are:

- **Grown or produced in Massachusetts:** The market will give first priority to Massachusetts farmers, specialty-foods producers and local entrepreneurs. Other vendors will be added to provide a desired product mix and to ensure year-round activity in the market.

- **No chains or franchises:** Chains and franchises will be prohibited. The Boston Public Market represents an unusual opportunity for vendors who sell local products, especially those that are typical of New England.
- **Competition:** A key element of the market will be the presence of multiple, independent vendors

offering similar products (three or more vendors where possible). Competition will not only help assure customers of the best price and quality, but will also encourage the broadest variety of products. The Boston Public Market will seek to gain recognition as the destination with the most diverse selection of products in the city.

- **Owner operation:** Farmers and producers will operate their own stalls or locations within the market hall, with the market management providing support for and oversight on issues such as health-







department regulations. Customers will be able to get informed answers to questions about food products and how they are grown or produced.

- **Sensory experience:** Through layout, display and on-site food preparation, the

Boston Public Market will present customers with a rich composition of sights, sounds, smells and tastes. Repackaging of items will be pro-

**The market's management will help vendors learn how to display their wares most effectively**

- **Day stalls:** A significant portion of the market hall will be devoted to stalls available for rent on a daily basis. Day stalls will provide an opportunity for farmers and specialty food producers who may lack the time or resources to

operate a year-round location at the market hall. The changing composition of the day stalls will make each visit to the market unique.

hibited or discouraged. The market management will work with vendors on issues of marketing and display to heighten the color and visual sensation of the market.

Candidates for possible promotional and program alliances include community development corporations, anti-hunger programs, and nutrition and food-education programs.

The market will also provide opportunities for community gardeners, new-entry farmers, a kitchen incubator for start-up restaurants, and Boston neighborhood businesses. The market may need, however, to offer discounted opportunities for these vendors. (For vendor mix and variety of offerings, see Appendix 3.)



# Budget and Finances

## SUMMARY

### Projected budget

- Predevelopment budget: \$100,000 per year
- Development budget: \$8,000,000 to \$9,000,000 (excluding cost of land)

### Sources

- \$3,000,000 conventional loan
- \$3,000,000 government grants (city, state and federal)
- \$3,000,000 private contributions

### Uses

See *Development budget* (Exhibit 5) on page 15.

### Operating budget

A more thorough operating budget will depend on a more detailed understanding of the vendor mix at the public market, since expected

sales per square foot and corresponding rents will vary among types of vendors.

Nevertheless, certain assumptions are justified. The feasibility studies support projections that vendors will be able to produce annual sales of \$350 to \$400 per square foot of space, or gross market sales of \$14 million to \$16 million. Sustainable rents of 5% to 6% of gross sales would yield \$750,000 to \$950,000 annually. Operation and maintenance costs, including administration, of \$10–\$15 per square foot would yield roughly \$250,000 to \$300,000 annually for debt service, figures that are consistent with our source-of-funds projections.

## DEVELOPMENT BUDGET

The development budget is estimated at \$8,000,000 to \$9,000,000, based on construction of a free-standing, 40,000sf structure and site development of an additional 20,000sf of land for open-air/outdoor market activities and services. The budget includes a project management fee for the market sponsor to cover start-up administrative costs, tenant allowances/fit-up of vendor stalls, and other architectural services and expenses. Costs also include negative cash flow for a three-year start-up phase, which

**Public support, private sources, and debt service would each account for a third of funding**

should provide sufficient time for the market to establish itself and achieve a healthy rate of occupancy. The budget also

includes modest marketing and promotion start-up costs for the initial

years of the project. For purposes of this proposal, we anticipated that public support, private sources, and debt service would each account for one-third of funding.

The development budget reflects two assumptions. The first is that land for the market can be acquired at



nominal cost. The second is that no project-specific customer parking will be built, because the

location criteria specify a site near significant existing parking supplies. While shoppers would have to pay for parking, these costs could be subsidized through a validation system.

#### EXHIBIT 5 DEVELOPMENT BUDGET IN DETAIL

##### **HARD COSTS**

<i>Building construction</i>	
40,000sf @ \$135/square foot (to \$150/sf)	\$ 5,400,000
<i>Site improvements</i>	
20,000sf @ \$40/square foot	\$ 800,000
<b>Total hard costs</b>	<b>\$ 6,200,000</b>

##### **SOFT COSTS**

<i>Architectural and engineering @ 8% of hard costs</i>	\$ 500,000
<i>Insurance, legal and accounting</i>	\$ 150,000
<i>Project management (@ 5% of hard costs)</i>	\$ 400,000
<i>Licenses and fees</i>	\$ 50,000
<i>Tenant allowances (23,500sf @ \$23/sf)</i>	\$ 540,000
<b>Total soft costs</b>	<b>\$ 1,650,000</b>

##### **START-UP COSTS**

<i>General start-up</i>	\$ 100,000
<i>Insurance</i>	\$ 50,000
<i>Negative cash-flow</i>	\$ 300,000
<i>Promotion and marketing at opening</i>	\$ 250,000
<b>Total start-up costs</b>	<b>\$ 700,000</b>

<b>GRAND TOTAL</b>	<b>\$ 8,550,000</b>
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# Appendices

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## APPENDIX 1

# What is a Public Market?

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Public markets include vendors or merchants who meet regularly at the same location; a sponsoring entity that has legal and financial responsibility and that oversees operations; and, in some cases, a structure to house the market. A public market expands upon traditional farmers' markets by making fresh food available throughout the year, typically operating several days each week.

Within a large, centrally-located market hall, customers find a broad selection of fresh produce, dairy products, baked goods, meat, poultry, seafood, specialty foods, condiments, and spices. The number and diversity of vendors create a critical mass that can attract customers from throughout the city.

Local farmers selling once or twice a week can be an important component of a public market. All vendors represent independent, locally-owned and -operated businesses (not franchises). These merchants sell fresh food—a public market's calling card—as well as prepared and specialty offerings. In all product lines, the market places emphasis on local and regional food specialties.

Internal competition is a key characteristic of a public market. A public market needs vendors to compete within similar product lines so that it becomes more than a collection of different specialty food stores. It must have similar stores or stalls, such as multiple produce vendors, whose operators learn to distinguish themselves by carrying different varieties or by selling at different prices or grades. They may specialize

in certain product categories, or emphasize ethnic or local foods. Properly merchandised, such a market can be a very powerful draw.

A successful public market can become the focus of a highly synergistic and dynamic economic zone. Once the market is established and begins to draw customers on a regular basis, complementary businesses—restaurants, specialty food stores, and neighborhood services—will locate nearby. Some market districts have strict, legally enforceable use and architectural controls to maintain the area's flavor and purpose, as well as common management and marketing programs. They give preference to fresh-food and related businesses and to vendors serving a diversity of economic and ethnic groups.

*This description was adapted from material created by The Project for Public Spaces.*



## APPENDIX 2

# Organization

The Boston Public Market will be managed and overseen by a nonprofit entity, the Boston Public Market Association, which was established as a nonprofit organization in 2001 (501[c]3 tax-exempt status is pending). The Association is responsible for the creation, development, management and oversight of a year-round public market in Boston. The Association will provide vision, leadership, and accountability so that the Boston Public Market becomes a reality by 2005.

The Association is run by a Board of Directors (whose members are listed on the inside front cover), which includes representatives of the key stakeholder groups—growers, specialty food producers, farmers markets, chefs, city and state

governments, and other friends and supporters. Eventually, the Board will become an oversight and policy-making body that is a step removed from the day-to-day management of the market. An Executive Committee of key board officers will act as a central authority to identify issues to be brought before the entire Board. The Board will carry out its work through a number of committees made up of Board members and volunteers. These committees include Finance, Marketing, Programming, Education and Outreach, Design and Development, and Governmental Relations.

The Board meets regularly, and several of these committees are actively engaged in work to make the market a reality. The Board is also in the process of fundraising to hire a staff person.



*For more information, contact:*  
*Boston Public Market Association*  
*c/o Piper Rudnick LLP*  
*One International Place*  
*Boston, MA 02110*

### APPENDIX 3

## Vendor Mix and Variety of Offerings

*Source: Boston Public Market, Facility and Business Development Plan, Project for Public Spaces*

### KEY FRESH FOOD VENDORS

Potential year-round food vendors for the Boston Public Market will feature:

- **Fresh produce:** The key merchandise in any fresh-food market is produce, which will be sold by year-round vendors and seasonal farmers. **Massachusetts farm-fresh fruits and vegetables** will be emphasized in season, and they will be supplemented out of season with fruits and vegetables grown

elsewhere. In addition, year-round vendors could offer more exotic produce, such as tropical fruits. Some vendors may also target ethnic groups with specialty produce items.

- **Fish and seafood:** Vendors selling fresh seafood, shellfish, and finfish should promote the New England fish industry. Vendors should display all products on ice, without over-wrap. Vendors may also consider selling live fish or seafood from glass tanks on the premises.
- **Poultry:** Two vendors are recommended in this category. Items would include whole and cut-up fresh chickens, turkey and game birds, and eggs. Vendors should display all products on ice without over-wrap. One vendor should offer cooked products for home consumption.



- **Beef, pork, and other meats:** These vendors would sell items like ground beef, steak, bacon, lamb, veal, pork, and cold-cuts. A suggested mix of vendors could include two that specialize in beef products, one in pork products, and a fourth in deli meats. All food sold will be fresh, not frozen, but not for consumption on the premises.
- **Bakery products:** At least three vendors should be included, selling breads, cookies, biscuits, bagels, rolls, cakes, sweet rolls, pies, and



tarts. **It is recommended that the bakeries each do some baking on the premises.** While there will be no exclusivity to product line, each tenant might specialize in some areas, such as bread, cakes or pastries, or a specific ethnic product. Each vendor could offer a range of products or specialize in one or two products.

- **Fresh milk and ice cream:** A local dairy could sell milk that is not widely available in local supermarkets. A vendor selling homemade ice cream and/or yogurt should be featured.

- **Butter:** A variety of butters could be sold, including specialty butters. This vendor could also sell margarine and other cooking oils.
- **Cheese:** Because cheese is a popular item in fresh food markets, at least two vendors are recommended. Locally produced cheese should be emphasized.

### SPECIALTY FOOD VENDORS

- **Wine and beer:** This is an important item among those customers who are gourmet and fine-food enthusiasts. Local wines and beers should be emphasized.
- **Candy:** A variety of items should be sold, including chocolates. On-premises production should be encouraged.

- **Nuts and dried fruits:** One vendor should specialize in dried fruit and nuts and should be encouraged to roast nuts on the premises.
- **Coffee beans, and bulk teas:** These items are for bulk sale and not for on-premises consumption. This vendor should be encouraged to roast, grind, blend and package coffee beans on-site. It is recommended that this vendor sell coffee or tea for consumption at this kiosk.

- **Spices/olives/pasta/grains:** These include salts, spices, herbs, pickles, sauces, olives, vinegars, oils, relishes, rice, flour and uncooked pasta for bulk purchases. Vendors should undertake some activity on the premises, such as blending cereal to order, custom milling of flour, or making pasta if feasible.



This merchandise mix should be considered guidelines that reflect the shopping patterns of consumers. Participation by unique vendors should be encouraged, as long as the market maintains key items like produce, bakery products, meats, and seafood. Market management will not encourage “line extension,” (e.g., a fish vendor selling lemons). It will, however, encourage cross-shopping, (e.g., a fish vendor sends a customer looking for lemons to a produce vendor). If permitted to expand their offering too broadly, vendors risk losing “clarity of offering.” Similarly, the market should strictly limit sale of frozen, canned, or packaged products to maintain the emphasis on fresh products.



## OTHER SPECIAL OFFERINGS

- **A garden center:** Options range from a full-scale garden center to local flower and plant vendors. The aim is to provide as much color and impact as possible at the entrances to the market. Vendors should limit the sale of plants to defined areas, and should not sell pots or vases as separate items.
- **Prepared foods:** Vendor spaces can be available for a variety of prepared foods. These vendors should be encouraged to use the market as their source of ingredients for such products as jams, jellies, cooked meats and poultry, salads, soups, patés, sauces, etc. Fresh juices could be made from the

fruits and vegetables purchased from the produce vendors. Vendors should package all prepared foods to take home and not for on-premises consumption. In keeping with the fresh-food-market tradition, all food preparation by these vendors should occur within public view.

- **Arts/crafts:** By providing an outlet for local arts and crafts, particularly during the holiday seasons, the market would attract a wider clientele. It could also feature antique markets on special weekends, particularly in the outdoor areas.
- **Restaurant:** A major restaurant should be considered for an upper level, again using fresh food from the market.

## APPENDIX 4

# Boston Public Market Milestones

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1996 saw the emergence of the idea of developing a permanent public market in Boston, based on the success and popularity of seasonal farmers markets throughout the city.

### 1996 Activities

- **Summer 1996**—Massachusetts Department of Food & Agriculture (DFA) invites marketing officials from U.S. Department of Agriculture (USDA) to view potential sites for a public market in Boston. The department contacts Massport and the City of Boston Empowerment Zone office to view various locations.
- **Fall 1996**—USDA approves proposal from DFA for funding of a facility- and business-development plan.

### 1997 Activities

- **Winter 1997**
  - > DFA chooses Project for Public Spaces of New York to conduct the facility plan study.
  - > DFA contacts other agencies to meet on the public-market concept and begins working with the City's Sustainable Boston program. "Friends of the Boston Public Market" forms.
- **Summer/fall 1997**—Project for Public Spaces scouts Boston for possible location sites, compiles research, and writes report.

### 1998 Activities

- **Winter/spring 1998**
  - > Facility and Business Development Plan is presented to producers, and state officials.
  - > Public agencies and interested organizations join the Friends group, which begins meeting regularly. Proponents begin

organizing a series of festivals at the waterfront, the area recommended by the consultants for a permanent site.

- > State Agriculture Commissioner Jay Healy meets with Boston Mayor Thomas Menino and other representatives of DFA and City of Boston to discuss the public market project.

- **Summer 1998**—Three public market events—the first held in conjunction with the Celebrate Seaport! weekend—bring about 25 producers to the waterfront to sell their products and promote the public-market idea.

### 1999 Activities

- **Winter/spring 1999**—Friends of the Public Market continues to review sites, promote a public market, and seek funding. The Friends publish a four-color explanatory brochure.

- **Summer 1999**—Producers again exhibit/sell at Celebrate Seaport! A 400-person consumer survey shows strong support for the public-market concept (397 respondents like the idea, 4 oppose it).
- **Fall 1999**—DFA submits a proposal for a feasibility, development and promotion study of the public-market concept to USDA. DFA is awarded a grant and selects Seareach/CMI of Marblehead to conduct the study.

### 2000 Activities

- **Winter/spring 2000**—Friends of the Public Market continue to meet; committee reviews site and funding alternatives. Research for the feasibility report begins. Sustainable Boston wins a grant from EPA Region I to assist in report and outreach.
- **Summer 2000**—Producers exhibit at Celebrate Seaport! for the third

time, selling product and promoting the market idea. Consumer surveys are conducted at Boston-area farmers' markets to assess interest in a year-round market.

- **Fall 2000**—Presentation of feasibility study at Maison Robert attracts food producers, architects, representatives of city and state agencies, Chefs' Collaborative and other food/agricultural groups.

### 2001 Activities

- **Winter 2001**—Commissioner Jay Healy and other representatives of DFA and city agencies meet with the Boston Redevelopment Authority to discuss feasibility study and ask for assistance in locating a site for the public market.
- **Spring 2001**—Friends of the Boston Public Market forms an executive board, chaired by Greg Bialecki, to expedite the project. The group forms Marketing &

Education and Site Development subcommittees. First newsletter is published.

- **Summer 2001**—
  - > Food producers again participate in Celebrate Seaport!
  - > Second newsletter is published.
  - > Additional producers are recruited for two public market celebrations at City Hall farmers' market.
  - > Siting-criteria outline and a master agenda for group are prepared.
- **Fall 2001**—Friends group renames itself the Boston Public Market Association.

### 2002 Activities

- Draft of a development proposal in progress. Third newsletter is published.



## APPENDIX 5

# Support for a Public Market in Boston

The Blue Room

May 2, 2002

Andrew Grace  
Goody, Clancy Associates  
334 Boylston Street  
Boston, MA 02116

Mr. Grace-

I am writing to you to indicate my enthusiastic support for the proposed Boston Public Market. A vibrant, dynamic year-round market containing the right mix of businesses would be an attractive addition to the downtown or waterfront development currently taking place in our city, and would make a positive contribution to its economic and cultural revitalization.

For members of the restaurant industry, the appeal of a showcase for New England foods - produce, fish & shellfish, meats, cheeses, wines & beers and other products - would be in its role in helping to establish the identity of the region's gastronomic and culinary resources, for the local population as well as visitors to our area.

Please feel free to call me if I can be of assistance to you in any way regarding this project.

Cordially-



Steve Johnson  
Chef/owner

One Kendall Square, Cambridge, Massachusetts 02139 617.494.9034



4 April 2002

Mr. Greg Bilalecki, Chair  
Boston Public Market Association  
One International Place  
Boston, MA 02110

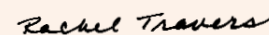
Dear Greg:

On 1 April 2002, the Board of Directors of The Culinary Guild of New England met for their monthly business meeting. At that time, the Board unanimously voted to support the concept of the proposed Boston Public Market.

We believe that the existence of a year-round Public Market will greatly benefit the local food community, the entire population of Boston and environs, visitors and tourists who know the City of Boston as a strong epicenter for great food, and all of our Culinary Guild members.

We look forward to working with the Association, are very pleased by the continued participation of one of our board members, Virginia Stein, with your group, and we will do whatever we can to assist in pushing this concept into a reality, hopefully in the very near future.

Sincerely,



Rachel Travers  
President  
The Culinary Guild of New England

P.O. Box 828, Milford, MA 01757 781-431-1470



Massachusetts Specialty Foods Association  
PO Box 551 Sudbury, Massachusetts 01776  
Tel. 800-813-5862 www.msfa.net

March 5, 2002

Commissioner Jonathan Healy  
Commonwealth of Massachusetts  
Executive Office of Environmental Affairs  
Department of Food and Agriculture  
251 Causeway Street  
Boston, MA 02114

Dear Commissioner Healy:

On behalf of the Massachusetts Specialty Foods Association, I would like to express our support for a Public Market for the city of Boston. The MSFA is a non-profit organization devoted to promoting and supporting the specialty foods industry in Massachusetts. The presence of specialty foods in a public market would exemplify the range, quality, and rich diversity of the many fine specialty foods products of Massachusetts. Many of our companies are small producers that would benefit greatly from the exposure that a public market affords.

With an emphasis on quality and freshness, specialty foods products have high appeal to local consumers as well as tourists and visitors to Massachusetts. Specialty foods would help to form the backbone of a public market, providing a stable complement to the changing seasonal fresh farm produce. The market also offers an opportunity to display and sell the increasing number of value added farm products.

The Public Market provides a unique opportunity to showcase what is special about Massachusetts and would be an asset to the city of Boston and to Massachusetts.

Sincerely,

Carol Coutrier, President  
Massachusetts Specialty Foods Association

*"Massachusetts...a tradition of special foods"*

## THE FEDERATION OF MASSACHUSETTS FARMERS' MARKETS

April 8, 2002

Greg Bialecki,  
Chairman, Boston Public Market Committee  
C/O Hill and Barlow  
One International Place  
Boston, MA 02110

Dear Greg:

I am writing to express our support of the Boston Public market. In FMFM membership meetings over the past three years our members have expressed their strong support of the concept and a willingness to participate in the market. Most of these members are seasoned farmers' market veterans who have years of experience, expertise, and interest in serving the urban consumer. Many of FMFM farmers and vendors offer "colorful" personalities as well as a strong commitment to education to the public. These members as a group produce nearly all the fruits and vegetables able to be grown in the North East and a wide variety of baked goods, jams, jellies, flowers, and herbs. Many farms use part of their crop production to produce value added products that are available year round.

There are many products that farmers in this area would be able to offer during the winter season in addition to the abundant offerings during the summer and fall seasons. Apples, potatoes, winter squash, meats, fish, eggs, milk, cheese, cranberries, green house tomatoes, greenhouse raspberries, greenhouse salad mixes, potted herbs, and flowers are just some of the products available from local farms during the winter season. When these products are combined with local value added farm goods and other small business enterprises, such as nuts, coffee, specialty foods, and the like, a strong symbiotic relationship is developed that will support a vibrant public market in Boston operating year round.

The benefits of a permanent year round market to both farmers and consumers is considerable. In addition to the obvious benefit to farmers, the general public will benefit with increased access to the freshest food products available. The educational opportunities for school children in particular, but also the general public are greatly increased if a year round market was available and accessible to them. Although many of the Boston area farmers markets reach out to local schools, the educational opportunities are limited by the seasonal nature of the current markets, and the fact that the school year does not coincide well with the market year.

Establishing a year round protected market will eliminate this barrier. With the appropriate educational programs a public market will become a strong destination point for tourists, schools, home schooling individuals and groups, and of course the consuming local public. The total economic and educational potential for the City, vendors, schools, and small businesses is staggering.

FMFM as a non-profit charitable organization has a dual mission of education and family farm viability. A public market will help FMFM to further its mission. We offer our continued support of this project and our commitment to do what ever we can as an organization and as individuals of the organization to ensure the success of a Boston Public Market.

Sincerely,

Jeffrey Cole  
Executive Director



Mailing Address:  
240 Beaver Street  
Waltham, MA 02452

Office Phone:  
(781) 893-8222

Office Fax:  
(781) 893-8777

Massachusetts Aquaculture Association  
P.O. Box 500  
North Eastham, MA 02651  
Voice and Fax: (508) 247-9122  
Email: massaqua@aol.com



June 1, 2002

Andrew Grace  
Goody Clancy Assoc.  
334 Boylston Street  
Boston, MA 02116

Re: Support for a Boston Public Market

Dear Mr. Grace,

The creation of a Boston Public Market will open new marketing opportunities for Massachusetts farm raised fish and shellfish through the establishment of a venue that will highlight our Commonwealth's bounty.

The Massachusetts Aquaculture Association's support of this effort brings the fish and shellfish farmer's voice to the table and represents an important and growing sector of our agriculture commodities. As suggested by the representation of a codfish that hangs in our State House, our "Bay State" has long been associated with high quality fish and seafood products. And although our traditional fisheries are currently in crisis, the continued development and growth of aquaculture in Massachusetts points to new opportunities that might alleviate some of the lost product and resulting economic stress.

A Boston Public Market will clearly present new opportunities to compliment expansion of aquaculture in Massachusetts, providing opportunities for consumer education as well as economic development. With this in mind, we strongly support the development of a Boston Public Market and look forward to the myriad of opportunities that this effort will generate.

Sincerely,

A handwritten signature in cursive script, reading "Robert Wallace".

Robert Wallace  
Co-President

Cc: MAA Board of Trustees  
Scott Soares



UNIVERSITY of  
MASSACHUSETTS  
*UMass Extension*

Administration  
Draper Hall  
40 Campus Center Way  
Amherst, MA 01003-9244  
413.545.4800  
413.545.6555 fax

6 June 2002

Board of Directors  
Boston Public Market Association  
Boston, Massachusetts

Dear Members of the Board:

UMass Extension enthusiastically supports your efforts to develop an indoor public market. This facility – an agricultural and community resource – would be an innovative opportunity for Massachusetts farmers and growers. The market would offer fresh, more nutritious food to consumers and offer UMass Extension and other organizations a venue for educational programs about food purchasing, preparation, and nutrition.

A public market would be a boon to both farmers and Boston metropolitan residents!

Sincerely,

A handwritten signature in cursive script, reading "Stephen Demski".

Stephen Demski  
Director, UMass Extension &  
Associate Vice Chancellor, University Outreach

Cc: Dan Cooley  
Lisa Sullivan-Werner  
Shirley Miettlicki

*UMass Extension: Working Partners*

United States Department of Agriculture cooperating.  
University of Massachusetts Extension offers equal opportunity in programs and employment.





Mr. Greg Bialecki, Chairman,  
Boston Public Market Association  
Boston, Massachusetts

Dear Mr. Bialecki:

Our association is very interested in supporting the proposal to establish a public market in Boston. Such an indoor year round facility would offer an additional marketing alternative to local growers of plants, flowers and various horticultural products. Selling retail to consumers at a new public market would encourage growers to increase production as the potential to increase sales to Boston residents and visitors is obvious.

We look forward to hearing more about your group's progress on your goals and plans.  
With best regards

Sincerely,

Robert Luczai, Secretary

59 Foster Street, Littleton, MA 01460-1520 Telephone: 978 952 0116 Fax: 978 952 2788



JANE SWIFT  
GOVERNOR  
RICHARD ARMSTRONG  
EXECUTIVE SECRETARY

Commonwealth of Massachusetts  
Seaport Advisory Council  
40 Center Street  
Fairhaven, Massachusetts 02719

TELEPHONE:  
(508) 999-3030  
FACSIMILE:  
(508) 999-6442

June 4, 2002

Board of Directors  
Boston Public Market Association  
C/O Andrew Grace, Goody Clancy and Associates  
334 Boylston Street  
Boston, MA 02116

Dear Board of Directors:

I am writing on behalf of the Seaport Council to endorse your proposal for a year round indoor public market in Boston.

The local and regional fish and seafood industry could benefit greatly from such a marketing outlet and I am sure their products would in turn be an asset to the market and the consuming public.

The location of a large public market selling fresh seafood in the port of Boston would be of benefit to all. With best wishes for your success.

Sincerely,

Rick Armstrong



# Credits

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Special thanks are due to many people who helped produce this prospectus for the Boston Public Market Association.

## LAYOUT AND DESIGN

*Steve Wolf, Goody, Clancy & Associates*

## RESEARCH ON PUBLIC MARKET

### DESIGN ISSUES

*Nick Weideman, Goody, Clancy & Associates*

## FACILITY PLAN STUDY

*Project for Public Spaces, New York*

## FEASIBILITY, DEVELOPMENT AND

### PROMOTION STUDY

*Seareach/CMI, Marblehead*

## SELECTED PHOTOS

*Project for Public Spaces*

## EXTRAORDINARY ASSISTANCE

- > *Antonia Pollack, City of Boston Environment Department,*
- > *David Webber, Massachusetts Department of Food and Agriculture*

